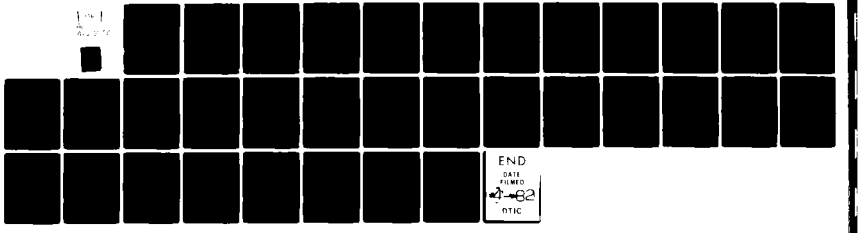
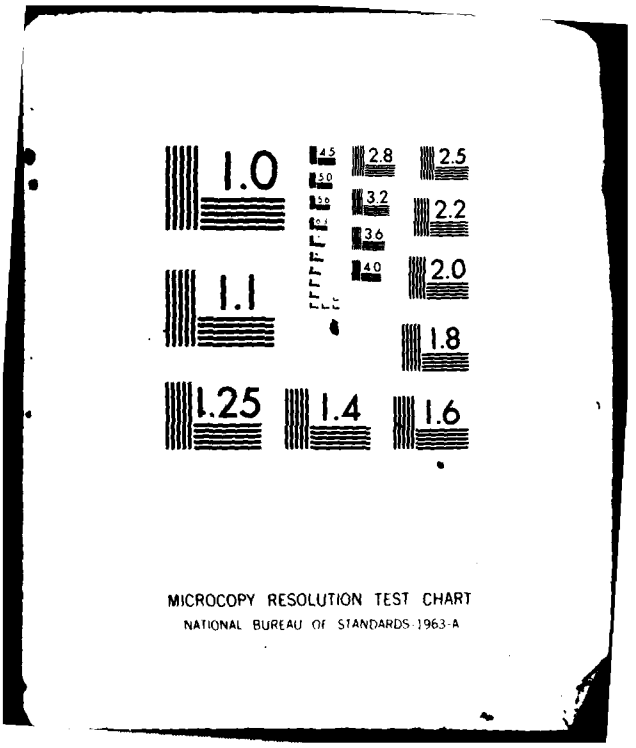
AD-A112 272 TEXAS A AND M UNIV. COLLEGE STATION F/G 5/9
PERSONAL, ROLE, STRUCTURAL, ALTERNATIVE AND AFFECTIVE CORRELATE--ETC(U)
JAN 82 W H MOBLEY, K K HWANG N00014-81-K-0036
UNCLASSIFIED TR-2 NL




1.0
1.1
1.25
1.4
1.6
1.8
2.0
2.2
2.5
2.8
3.2
3.6
4.0
4.5
5.0
5.6
MICROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS-1963-A

AD A112272

(9)

Organizational Behavior Research

Department of Management

Department of Psychology

DTIC FILE COPY

DISTRIBUTION STATEMENT A
Approved for public release;
Distribution unlimited

Texas A&M University

82 03 22 104

(6)

Personal, Role, Structural, Alternative and Affective Correlates of Organizational Commitment

William H. Mobley
&
K. K. Hwang

TR-2

January, 1982

DTIC
ELECTE
MAR 22 1982
H

DISTRIBUTION STATEMENT A
Approved for public release;
Distribution Unlimited

Unclassified

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER TR #2	2. GOVT ACCESSION NO. AD-A112272	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) Personal, Role, Structural, Alternative, and Affective Correlates of Organizational Commitment		5. TYPE OF REPORT & PERIOD COVERED Technical Report 6. PERFORMING ORG. REPORT NUMBER
7. AUTHOR(s) William H. Mobley & K. K. Hwang		8. CONTRACT OR GRANT NUMBER(s) N00014-81-K-0036
9. PERFORMING ORGANIZATION NAME AND ADDRESS College of Business Administration Texas A&M University College Station, TX 77843		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS NR 170-925
11. CONTROLLING OFFICE NAME AND ADDRESS Organizational Effectiveness Research (Code 442) Office of Naval Research Arlington, VA 22217		12. REPORT DATE January, 1982 13. NUMBER OF PAGES 30
14. MONITORING AGENCY NAME & ADDRESS(if different from Controlling Office)		15. SECURITY CLASS. (of this report) Unclassified 15a. DECLASSIFICATION/DOWNGRADING SCHEDULE

16. DISTRIBUTION STATEMENT (of this Report)

Approved for public release; distribution unlimited.

17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)

18. SUPPLEMENTARY NOTES

19. KEY WORDS (Continue on reverse side if necessary and identify by block number)

Organizational commitment	rol[illegible]	industry size
turnover	role [illegible]tion	occupation
labor market alternatives	behavior[illegible] intentions	Taiwan
job perceptions	job satisfaction	Japan
personality	demographics	international

20. ABSTRACT (Continue on reverse side if necessary and identify by block number)

The generalizability of the correlates of organizational commitment is examined using two definitions of commitment. Personal, job, organizational, and labor market variables are examined in relation to organizational commitment and employee turnover. Results for Taiwan workers are generally similar to published studies of U.S. and Japanese workers, with some exceptions. The definition of organizational commitment does make a difference. Implications for commitment and turnover research are discussed.

DD FORM 1 JAN 73 1473 EDITION OF 1 NOV 65 IS OBSOLETE
S/N 0102-LF-014-6601

Unclassified

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

Personal, Role, Structural, Alternative, and Affective Correlates of Organizational Commitment Among Chinese Workers

Abstract

Significant patterns of relationships among personal, role, structural, alternative, affective, and turnover variables and organizational commitment were found among a sample of employees from 11 industrial organizations in Taiwan, Republic of China. The pattern of results was generally similar to results in the literature for U.S. and Japanese workers. When alternative definitions of organizational commitment were examined, significant differences were noted. Implications for commitment theory and research are discussed.

DTIC COPY INSPECTED

Accession For
NTIS GRA&I
DTIC TAB
Unannounced
Justification
By
Distribution/
Availability Codes
Dist
A

Personal, Role, Structural, Alternative and Affective Correlates of Organizational Commitment Among Chinese Workers

Employee commitment to organizations has been the topic of considerable conceptual and empirical attention in recent years. However, relatively few studies have simultaneously evaluated individual, role, structural, and alternative variables thought to be related to organizational commitment. Also, relatively few studies have sought to evaluate the correlates and consequences of commitment in a non-Western culture. The present study seeks to contribute to the further understanding of organizational commitment by concurrently evaluating personal, investment, role, affective, alternative and structural variable correlates of commitment among employees and organizations in Taiwan, Republic of China. Relationships between alternative definitions of commitment and turnover also are examined.

An important issue in commitment research is, of course, its definition. A frequently used definition is that of Porter, Steers, Mowday, and Bolvian (1974):

> "Organizational commitment may be defined as the relative strength of an individual's identification with and involvement in a particular organization. It can be characterized by at least three factors: 1) a strong belief in and acceptance of the organization's goals and values; 2) a willingness to exert considerable effort on behalf of the organization; and 3) a strong desire to maintain membership in the organization." (1974, p. 46)

This definition is the basis of the now widely used Organizational Commitment Questionnaire (OCQ), (Porter, et al., 1974).

The multidimensional nature of this definition is of potential concern since an overall commitment score may mask differences in components

Staw, 1977; Mobley, Griffeth, Hand & Meglino, 1979). Conceptually, intentions to stay/leave may more directly reflect behavioral commitment (Farrell & Rusbult, 1981; Mobley, et al., 1979; Salancik, 1977; Staw, 1977) as it relates to job choice and job change behavior. The present study uses both the Porter et al. (1974) OCQ index of commitment and a withdrawal cognitions index of commitment in order to compare similarities and differences.

Steers, Mowday, and Porter (1981) and Mowday, Steers and Porter (1981) recently summarized the conceptual and empirical research on organizational commitment. Their reviews and integrations summarized personal, role, work experience, structural, and consequence variables associated with commitment. The hypotheses that follow are heavily dependent on their review.

In a separate analysis of the commitment literature, Farrell and Rusbult (1981) noted that much of the research on commitment has either explored the relationships among highly specific predictors of commitment or studied the relationship of commitment to one or more theoretical constructs, e.g. side bets or quality of exchange relationships (p. 79). Farrell and Rusbult (1981) seek to integrate the commitment literature through a model based on the social psychological exchange theory (Homans, 1961) and social interdependence theory (Kelley & Tribaut, 1978). They propose that commitment is a function of satisfaction, investments, and alternatives. Satisfaction is conceptualized as rewards minus costs relative to a comparison level and is positively related to commitment. Investments refer to resources "put into" the association or "side bets" (Becker, 1960; Salancik, 1977), e.g. length of service, acquisition of

non-portable skills, retirement programs. Investments are hypothesized to be positively related to commitment. Alternatives are hypothesized to be negatively related to commitment. Lack of alternatives and alternatives forgone are hypothesized to be positively related to commitment. The present study permits testing a number of the components of the Farrell and Rusbult model.

Hypotheses

Drawing on the recent reviews and conceptual developments of Mowday et al. (1981); Steers et al. (1981), and Farrell and Rusbult (1981), the following hypotheses are evaluated in the present study.

1. Personal characteristics and investments will be significantly related to commitment. Specifically, age and tenure will be positively related to commitment due to increased investments and fewer alternatives. Education will be inversely related to commitment due to higher expectations or comparison levels which are more difficult to meet and/or more attachment to a profession or trade rather than the organization. Gender is related to commitment with females exhibiting higher levels of commitment due to having had to overcome more obstacles, thus more investment, and fewer alternatives. Personality variables including growth need strength and work-oriented central life interests wil be positively related to commitment since important needs are potentially met at work. An additional hyothesis following from Mobley et al. (1979) is that need for immediate gratification will be inversely related to commitment since individuals desiring immediate gratification are more likely to seek out or respond to short-term or highly visible rewards and alternatives.

2. Role characteristics, specifically task variety, task identity, task significance, feedback and autonomy will be positively related to commitment by increasing the involvement and intrinsic rewards available from the job.

3. Structural correlates of commitment, a relatively recent area of investigation, have exhibited no consistent relation with commitment (Steers et al., 1981; Stevens et al., 1978). The present study, without benefit of apriori hypotheses, will examine the effects of organization size, industry grouping, and occupational grouping on both commitment and correlates of commitment.

4. Rewards-cost comparison, as indexed by satisfaction with supervisor, group, pay, security, and growth, will be positively related to commitment. Further, since satisfaction is a present oriented evaluation, it is desirable to also measure a future oriented rewards-costs comparison, what Mobley et al. (1979) called expected utility of the present role. It is hypothesized that like satisfaction, expected utility (expected future satisfaction) with the present organization, will be positively related to commitment.

5. Alternatives are hypothesized to be inversely related to commitment. The role of alternatives is not well understood and may depend on when commitment is measured relative to a job choice or job change decision and the conditions surrounding that decision (Mowday et al., 1981; O'Reilly & Caldwell, 1980; Pfeffer & Lawler, 1980; Salancik, 1977). As a working hypothesis, the availability of attractive alternatives is expected to be inversely related to commitment since the visibility of attractive alternatives makes salient the shortcomings of the present job and, the lack of alternatives should lower comparison levels or expectations.

6. Cultural norms, Marsh and Mannari (1977) evaluated the hypothesis that "distinctive Japanese" norms and values of loyalty to one's organization, rather than more "universal" variables, e.g. pay, promotion, job autonomy, challenge, satisfaction, etc., can account for differences in lifelong commitment and turnover. They found, somewhat contrary to current widsom, that, "The source of life-time commitment is not some generalized propensity of "Japaneseness," but rather a set of variables whose influences is not unknown in other societies" (1977, p. 66). The present study, based on organizations and employees in Taiwan, China, permits another test of the cultural generalizability of correlates of commitment and a basis for comparison with the Marsh and Mannari results.

METHOD

Subjects

A total of 913 employees from 11 industrial organizations in Taiwan, Republic of China served as the sample for this study. The employees included clerical (24%), blue collar production (69%), and supervisors, managers, and technical personnel (7%). The employees represented the electronics (53%), fiber (9%), pharmaceutical and cosmetics (13%) and motorcycle (25%) industries. The sample was 62% female, and at the mode, was 28 years of age, had three years tenure, and a high school education.

Measures

A survey measure and company turnover records served as the primary data sources. The survey included demographic data, Chinese translated

versions of the Organizational Climate Questionnaire (OCQ), (Porter *et al.*, 1974) and the short version of the Job Diagnostic Survey (JDS), (Hackman and Oldham, 1975). The JDS scales were used for role dimensions, facet satisfaction, general satisfaction and growth need scores. The regular scoring procedures for the OCQ and JDS were used. Reliabilities for the JDS are reported in the results section; the OCQ reliability (alpha) was .88.

Additional scales assessed variables from the Mobley *et al.* (1979) turnover model. Withdrawal cognitions, (an alternative commitment index), were measured with a composite score from four items: thinking of quitting; intention to search; intention to quit this year, and possibility of going to another company within a year. Expected utility of the present role (expected further satisfaction) was measured with a composite score from two items: expected satisfaction if you stay with this company one more year; personal optimism if you stay with this company. Expected utility of alternatives was measured with a composite score from two items: chances of finding a new attractive job; ease of finding a new attractive job. Centrality of work was assessed with a question asking the proportion of life satisfaction obtained from the work role. Tolerance for delayed gratification was measured with a composite score from three items: preference for high immediate pay versus a secure job; preference for a satisfying job now versus a secure job; time horizon in personal planning. Finally, labor market experience was measured with a composite score from two items: number of previous employers; frequency of looking for other jobs. Verbally anchored five point scales were used for all questions other than the OCQ and JDS. Reliability estimates (alpha) are given in the results section.

Voluntary turnover data were collected for a period of nine months after the survey data were collected. Turnover was coded 1=quit; 0=stay. The turnover for the nine month period was 16%.

Procedure

Scales were translated into Chinese and verified by faculty and graduate students from National Taiwan University. Administration of the survey was conducted by Chinese faculty and students. Of the 1,300 surveys administered, 913 were complete and could be matched with company turnover records.

RESULTS

Personal Variables

The personal correlates of commitment are given in Table 1. Zero-order and multiple correlations are given using both the Organizational Commitment Questionnaire (OCQ), (Porter et al., 1974), and the withdrawal cognition index of commitment. Age and sex were the strongest demographic correlates OCQ commitment. Males rather than females exhibited higher commitment. Centrality of work and growth need strength were more strongly related to OCQ commitment than were the demographic variables. Labor market experience was, as predicted, negatively related to OCQ commitment. When OCQ commitment was submitted to stepwise regression, the R^2 was .40 with centrality of work, growth need strength, labor market experience, and age assuming the strongest weights.

— — — — — — —

Insert Table 1 About Here

— — — — — — —

Since the withdrawal cognitions measure of commitment is scored in the direction of the intent to leave, correlations assume the opposite sign from correlations involving OCQ commitment, i.e. higher withdrawal cognitions, reflect lower commitment. The pattern of correlations between the personal variables and withdrawal cognitions was similar to the OCQ correlations with the exceptions that growth need strength and centrality of work were less strongly related and labor market experience was the strongest personal correlate of withdrawal cognitions. The stepwise regression for withdrawal cognitions results in an R^2 of .27, significantly lower than the OCQ, with labor market experience, centrality of work, and age receiving the strongest weights.

Role Characteristics

Table 1 also gives the correlations and stepwise regressions for role characteristics with both the OCQ and withdrawal cognitions measures of commitment. All role characteristics were significantly correlated with both criteria, the correlations with OCQ being generally higher.

The regression analysis with OCQ resulted in R^2 of .21 with task identity, dealing with others, skill variety, and autonomy exhibiting the strongest weights. The regression with withdrawal cognitions resulted in an R^2 of .12 with four of the same variables as in the OCQ regression assuming the strongest, although weaker, weights.

The job motivation potential score, a composite from the Job Diagnostic Survey role characteristic dimensions, was significantly related to both OCQ commitment and withdrawal cognitions.

Structural Variables

One-way ANOVA's were conducted, using organization, industry classification, company size (employees), and position classification. Significant effects were found for each variable using either criteria, Table 2. When a-posteriori contrasts, using Scheffe's test, were conducted, it was found that three organizations were responsible for the majority of the significant pairwise interorganizational contrasts on OCQ and that one organization accounted for the majority of the significant pairwise interorganizational contrasts on withdrawal cognitions.

— — — — — — — — — —

Insert Table 2 About Here

— — — — — — — — — —

When industry classifications were contrasted, electronics exhibited the lowest average OCQ commitment and highest withdrawal cognitions; manufacturing the highest OCQ commitment and lowest withdrawal cognitions. When company size was contrasted, companies with less than 1,000 employees had the lowest OCQ commitment and highest withdrawal cognitions. The contrasts on position classification revealed that the clerical group had significantly higher OCQ commitment and lower withdrawal cognitions than the blue collar or supervisor/manager groups.

In order to assess the joint effects of the structural variables, a 2X2X3 ANOVA was conducted. To insure adequate cell size; industry classification was divided into electronics and other; size was divided into less than and greater than 1,000 employees; and the position classification remained clerical, blue collar, and supervisor/manager. The results are given in Table 3.

Insert Table 3 About Here

Using OCQ commitment as the criterion, significant main effects for industry and size, and industry by size and size by position interactions were found. Companies in the electronics industry had the lowest average OCQ commitment; smaller companies and blue collar workers in smaller companies had the lowest average OCQ commitment scores. The overall F was significant, $p < .01$, and the R^2 was .14. The same main effects but no interactions were found for withdrawal cognitions, $R^2 = .10$, $p < .01$.

Affective Correlates

The correlations between the two commitment measures and job facet satisfaction, general job satisfaction, life satisfaction, and expected utility of the present job (expected future satisfaction) are given in Table 4. Satisfaction with supervision was the strongest job facet satisfaction correlate of both commitment measures. General job satisfaction was more

Insert Table 4 About Here

strongly correlated with both commitment measures than were any of the facet satisfactions. As would be expected, general job satisfaction was more strongly related to commitment than was life satisfaction. The Mobley et al. (1979) index of expected utility of the present job, i.e, expected future satisfaction with the present employer, was as strongly correlated with both commitment measures as was present job satisfaction.

Alternatives and Turnover

Also presented in Table 4 are the correlations between the two commitment measures and expected utility of alternatives, turnover, and the two commitment measures themselves. Expected utility of alternatives was not significantly related to OCQ commitment but was significantly related to withdrawal cognitions. Both commitment measures were significantly, but rather weakly, related to turnover with withdrawal cognitions exhibiting the stronger correlation. Finally, the correlation between the two commitment measures was -.61.

Multivariate Analysis

Multiple regression was used to assess the contribution of various categories of variables to commitment. To simplify the analysis general satisfaction rather than all facet satisfactions, and the Job Diagnostic Survey motivation potential score, rather than the individual role characteristic scores, were used. For the purpose of this paper, a stepwise regression analysis was used. The results, using both the OCQ and withdrawal cognition indexes of commitment are presented in Table 5. The stepwise regression for OCQ commitment resulted in an R^2 of .62 with expected utility of the present job, job satisfaction, growth need strength,

— — — — — — — — —

Insert Table 5 About Here

— — — — — — — — —

centrality of work, organization size, age, and labor market experience assuming significant weights. The stepwise regression for withdrawal cognitions resulted in an R^2 of .52 with expected utility of the present

job, job satisfaction, organization size, expected utility of alternatives, labor market experience, age and delayed gratification assuming significant weights.

DISCUSSION

The personal correlates of commitment were generally, but not completely, consistent with the Steers' et al. (1981) review. Age and tenure were related to commitment in the predicted direction, perhaps reflecting greater investment and fewer alternatives. However, unlike the Steers' et al. (1981) review, females had lower commitment than males and the higher the education the higher the commitment. The positive relationships between commitment, centrality of work, and growth need strength are consistent with previous research (Dubin et al. 1975; Steers et al., 1981). The R^2's for personal characteristics and commitment are similar, but slightly higher than those reported by Steers (1977). Clearly individual differences help explain commitment among Chinese as well as U.S. workers.

The role characteristics were significantly related to commitment although the R^2's were slightly lower than those reported by Steers (1977). Task identity, skill variety, and autonomy, through increased investment, involvement and/or intrinsic reward, contribute to commitment among the Chinese workers sampled in a manner apparently similar to U.S. workers.

The present study adds to the recent focus on structural correlate of commitment. Not only were there significant differences in commitment across organizations, there were differences by industry, size, and occupational grouping. The relatively lower commitment in the electronics industry and among blue collar workers may be attributable to the lower job

scope. The lower commitment in the smaller companies may be attributable to a less adequate exchange via poorer reward systems and less well developed personnel systems. It is clear that structural variables have direct and indirect effects on commitment.

The affective correlates of commitment were quite strong, as would be predicted from Steers et al. (1981) and Marsh and Mannari (1977). The fact that job satisfaction was a significantly stronger correlate of commitment than life satisfaction adds to the validity of conceptualizing commitment as a work related rather than generalized construct.

The finding that expected utility of the present job (excpected future satisfaction) was significantly related to commitment and added unique variance in the regression analysis is important. This finding supports the Mobley et al. (1979) contention that both present satisfaction and expected future satisfaction are related to commitment and withdrawal. Further, the fact that expected utility of alternatives was significantly related to withdrawal cognitions in both the bivariate and multiple regression analyses, affirms the potential importance of factors external to the organization, like alternatives, in commitment research (Farrell & Rusbult, 1981; O'Reilly & Caldwell, 1980; Pfeffer & Lawler, 1980).

The multiple regression analysis was generally consistent with the Steers et al., (1981) review and the Marsh and Mannari (1977) results. Organizational commitment among Chinese workers was influenced by personal, structural, role and affective variables. In the case of withdrawal cognitions, alternatives also added unique variance.

The correlations between turnover and the two definitions of commitment, -.13 and .18, are at the lower end of the distribution reported

in the literature (see e.g. Steers et al., 1981; Mobley, et al., 1979). However, the results are very similar to the Japanese results reported by Marsh and Mannari (1977) who used a measure closer to the withdrawal cognitions definition and found a Tau-b of -.13, and to the Steers (1977) -.17 correlation for U.S. hospital employees using the OCQ measure. Commitment does help explain turnover among Chinese workers although considerable variance remains unexplained.

The Porter et al. (1974) OCQ definition of commitment is clearly broader than the withdrawal cognitions definition since it includes goal identification, effort, and continued membership dimensions. The withdrawal cognitions definition focuses on the continued membership definition. The correlation between these two definitions of commitment indicates the importance of the definition since only 38% common variance was found. Further, the regression analyses indicated that the two definitions had both common and unique predictors. For example, expected utility of the present job, current job satisfaction, organization size, and age contributed to the explanation of both definitions of commitment. However, growth need strength and centrality of work contributed unique variance only to the OCQ definition while expected utility of alternatives and delayed gratification contributed unique variance to only the withdrawal cognitions measure of commitment. Further, the withdrawal cognitions measure was a significantly better predictor of turnover than was the OCQ measure, in statistical if not practical terms (the former accounted for some 1.6% more variance in turnover than did the latter). The conceptual and operational definition of commitment does make a difference, conceptually and empirically.

Using a commitment measure similar to the withdrawal cognitions measure used here, Farrell and Rusbult (1981) reported correlations of .67 with satisfaction, -.21 with alternatives, and .27 with investments, and R^2 of .51. The present study found correlations with withdrawal cognitions of: -.58 with satisfaction, .17 with alternatives; and -.26 and -.13 with age and tenure surrogates for investments. The R^2 of .52 in the present study was weighted by these three variables (along with expected future satisfaction, size, and delayed gratification). The present results are generally consistent with the Farrell and Rusbult model.

CONCLUSIONS

The results are generally supportive of the cross national generalizability of the correlates of organizational commitment. Marsh and Mannari's (1977) conclusion that commitment among Japanese workers was based more on universal rather than culture specific factors would also appear to extend to this sample of Chinese workers.

The results demonstrate that alternative definitions of commitment, although sharing some common predictors, also have unique predictors. Finally, this study demonstrates the potential relevance of the relatively infrequently studied structural, expected future satisfaction, and alternative variables to the understanding of commitment.

The present study, although using a predictive design with respect to turnover, does not directly address the relative efficacy of an attitudinal or a behavioral approach to commitment (Salancik, 1977; Steers et al., 1981; Staw, 1977) nor the temporal process by which commitment develops and changes (Mowday et al., 1981). Future research on both issues, including research in a variety of cultures, continues to be needed.

REFERENCES

Becker, H.S., Notes on the concept of commitment. American Journal of Sociology, 1960, 66, 32-40.

Dubin, R., Champoux, J.E., & Porter, L.W., Central life interests and organizational commitment of blue-collar and clerical workers, Administrative Science Quarterly, 1975, 20, 411-421.

Farrell, D. & Rusbult, C.E., Exchange variables as predictors of job satisfaction, job commitment, and turnover: The impact of rewards, costs, alternatives, and investments. Organizational Behavior and Human Performance, 1981, 27-28, 78-95.

Hackman, J.R. & Oldham, G.R., Development of the job diagnostic survey. Journal of Applied Psychology, 1975, 60, 159-170.

Hom, P.W., Katerberg, R., & Hulin, C.L., Comparative examination of three approaches to the prediction of turnover. Journal of Applied Psychology, 1979, 64, 280-290.

Homans, G.C., Social behavior: Its elementary forms: New York: Harcount, Brace, & World, 1961.

Kelley, H.H. & Tribaut, J.W., Interpersonal relations: A theory of interdependence. New York: Wiley, 1978.

Kirdon, H., Work values and organizational commitment. Academy of Management Journal, 1978, 21, 239-247.

Marsh, R.M. & Mannari, H., Organizational commitment and turnover: A predictive study. Administrative Science Quarterly, 1977, 22, 57-75.

Mobley, W.H., Intermediate linkages in the relationship between job satisfaction and employee turnover. Journal of Applied Psychology, 1977, 62, 237-240.

Mobley, W.H. Some unanswered questions in turnover research. Academy of Management Journal, 1982 (in press).

Mobley, W.H., Griffeth, R., Hand, H., & Meglino, B., A review and conceptual analysis of the employee turnover process. Psychological Bulletin 1979, 86, 493-522.

Morris, J.H. & Sherman, J.D., Generalizability of an organizational commitment model. Academy of Management Journal, 1981, 24, 512-526.

Morris, J. & Steers, R.M., Structural influences on organizational commitment. Journal of Vocational Behavior, 1980, 17, 50-57.

Mowday, R.T., Steers, R.M. & Porter, L.W., Toward a theory of organizational commitment. ONR Technical Report 8, Graduate School of Management. Eugene: University of Oregon, 1981.

Mowday, R.T., Steers, R.M. & Porter, L.W., The measurement of organizational commitment. Journal of Vocational Behavior. 1979, 14, 224-247.

O'Reilly, C. & Caldwell, D., Job choice: The impact of intrinsic and extrinsic factors on subsequent satisfaction and commitment. Journal of Applied Psychology, 1980, 65, 559-565.

O'Reilly, C. & Caldwell, D., The commitment and job tenure of new employees: A process of post-decisional justification. Paper presented at the Annual Meeting of the Academy of Management, Detroit, 1980.

Pfeffer, J. & Lawler, L.L., The effects of job alternatives, extrinsic rewards, and commitment on satisfaction with the organization: A field examination of the insufficient justification paradign. Administrative Science Quarterly, 1980, 25, 38-56.

Porter, L.W., Crampon, W.J., & Smith, F.J., Organizational commitment and managerial turnover: A longitudinal study. Organizational Behavior and Human Performance, 1976, 15, 87-98.

Porter, L.W., Steers, R.M., Mowday, R.T., & Bolian, P.V. Organizational commitment, job satisfaction, and turnover among psychiatric technicians. Journal of Applied Psychology, 1974, 59, 603-609.

Salancik, G.R., Commitment and the control of organizational behavior and belief in B.M. Staw and G.R. Salancik (eds), New directions in organizational behavior. Chicago: St. Clair Press, 1977.

Staw, B.M., Two sides of commitment. Paper presented at the National Meeting of the Academy of Management, Orlando, Florida, 1977.

Steers, R.M. Antecedents and consequences of organizational commitment. Administrative Science Quarterly, 1977, 22, 46-56.

Steers, R.M., Mowday, R.T., & Porter, L.W., Employee Commitment to organizations: A conceptual review. ONR Technical Report 7, Graduate School of Management, Eugene: University of Oregon, 1981.

Stevens, J.M., Byer, J., & Trice, H.M., Assessing personal, role and organizational predictors of managerial commitment. Academy of Management Journal, 1978, 21, 380-396.

Footnotes

1. Data for this study were collected while the first author was a Senior Fulbright Scholar under the sponsorship of the Foundation for Scholarly Exchange in the Republic of China. Data collection was supported by a grant from the Pacific Cultural Foundation. Data analysis was supported by the Office of Naval Research, N00014-81-K0036, NR170-925. Appreciation is expressed to Rebecca Baysinger and Carlos Ravello for assistance in data analysis.
2. Requests for reprints should be forwarded to W.H. Mobley, College of Business Administration, Texas A&M University, College Station, TX 77843.

Table 1

Personal and Role Correlates of Commitment

Variable	Reliability[a]	OCQ Commitment r	OCQ Commitment Beta[e]	Withdrawal Cognitions r	Withdrawal Cognitions Beta[e]
Personal Characteristics					
Age	-	.28	.16**	-.26	-.19**
Sex[b]	-	-.27	-.08**	.18	.05
Dependents	-	.18	.06*	-.11	.01
Education	-	.18	.03	-.11	-.02
Tenure	-	.12	-.02	-.13	.01
Labor Market Experience	.29	-.32	-.20**	.37	.30**
Personality					
Growth Need Strength	.85	.36	.30**	-.17	.01
Tolerance for Delayed Gratification	.27	.17	.03	-.13	-.05
Centrality of Work	-	.49	.36**	-.35	-.25**
R^2			.40**		.27**
Role Characteristics[c]					
Skill Variety	.71	.35	.13**	-.26	-.09*
Task Identity	.48	.34	.17**	-.30	-.19**
Task Significance	.51	.27	.08*	-.15	-.01
Dealing with Others	.51	.25	.14**	-.15	-.08*
Autonomy	.65	.34	.10**	-.26	-.09*
Feedback from Job	.64	.25	.04	-.15	-.00
Feedback from Agents	.68	.20	.02	-.13	-.01
R^2			.21**		.12**
Job Motivation Potential	.77	.43		-.32	

Notes: a. Reliability - coefficient alpha
b. Sex Coded 1 = male; 2 = female
c. From Job Diagnostic Survey (Hackman and Oldham, 1975)
d. N = 913; $r \geq .065$, $p < .05$, $r \geq .085$, $p < .01$
e. df. for Beta's = 1, 903; **p < .01, *p < .05

Table 2

One-way Analyses of Variance of Commitment as a Function of Organization, Industry Classification, Size, and Position Classification

Variable	df	DCQ Commitment Mean	MS	F	Withdrawal Cognitions Mean	MS	F
Organization							
1 to 11	10;902	4.33	9.57	35.72**		177.79	18.45**
Industry Classification	3;909	4.33	20.05	65.76**	9.33	448.18	44.64**
Electronics		4.15			10.12		
Pharmaceuticals, Cosmetics		4.20			9.72		
Fibers		4.34			9.88		
Motorcycle		4.76			7.25		
Company Size, Employees	3;909	4.33	13.18	40.22**	9.33	334.39	32.11**
Less than 100		4.13			10.40		
101-1000		4.05			10.68		
1001-2000		4.58			8.08		
More than 2000		4.28			9.62		
Position Classification	2;910	4.33	6.83	19.19**	9.33	187.29	16.88**
Clerical		4.55			8.18		
Blue Collar		4.26			9.66		
Supervisor, Manager		4.33			9.90		

Notes N=913
**p < .01

Table 3

Analysis of Variance of Commitment by

Industry Classification, Organization Size, and Position Classification

Source	df	OCQ Commitment MS	F	Withdrawal Cognition MS	F
Industry Classification[a]	1	12.06	38.24**	190.03	18.44**
Organization Size[b]	1	14.82	46.98**	366.03	35.53**
Position Classification[c]	2	0.40	1.26	16.63	1.61
Industry X Size	1	2.22	7.03**	2.28	0.22
Industry X Position	2	0.13	0.33	13.75	1.33
Size X Position	2	1.93	6.12**	13.04	1.27
Industry X Size X Position	2	0.50	1.58	26.21	2.54
Explained	11	4.83	15.31**	1.07	10.47**
R^2			.14		.10

Notes: ** $p < .01$

a. Industry classification dichotomized into electronics industry and others.

b. Organization size dichotomized into less than and greater than 1000 employees.

c. Position classification tritchomotized into clerical, blue collar, and supervisor-manager.

Table 4

Affective, Alternative, and Turnover Correlates of Commitment

Variable	Mean	SD	Reliability[a]	Correlations with: OCQ	Withdrawal Cognitions
Job Facet Satisfaction[c]					
Pay	3.88	1.33	.76	.45	-.30
Security	4.76	1.26	.53	.44	-.27
Social	4.91	1.04	.59	.41	-.26
Supervision	4.66	1.17	.72	.60	-.42
Growth	4.50	1.13	.73	.51	-.35
General Job Satisfaction	4.31	1.38	.79	.69	-.58
Life Satisfaction	3.44	0.72	--	.28	-.21
Expected Utility-Present Job	6.49	1.39	.72	.67	-.60
Expected Utility-Alternatives	6.26	1.41	.70	.04	.17
Withdrawal Cognitions	9.33	3.39	.85	-.61	--
Turnover[d]	.16	--	--	-.13	.18

Notes: a. Coefficient Alpha
b. N = 913; $r \geq .065$, $p < .05$; $r > .085$, $p < .01$
c. From Job Diagnostic Survey
d. Turnover coded 0 = stay; 1 = voluntary turnover

Table 5

Stepwise Multiple Regressions of Organizational Commitment with Personal, Role Structural, Affective, and Alternative Variables

Variable	OCQ Commitment ΔR^2	OCQ Commitment Beta	Withdrawal Cognitions ΔR^2	Withdrawal Cognitions Beta
Expected Utility Present Job	.45	.33**	.36	-.35**
Job Satisfaction	.10	.30**	.08	-.27**
Growth Need Strength	.03	.12**		.04
Centrality of Work	.01	.11**		-.01
Organization Size	.01	.07**	.01	-.08**
Age	.01	.05*	.01	-.07**
Labor Market Experience	.01	-.09**	.03	.16**
Industry Classification		.04		-.03
Dependents		.04		.02
Delayed Gratification		.03	.01	-.07**
Job Motivation Potential		.03		-.03
Tenure		-.02		01
Expected Utility of Alternative		.01	.02	.16**
Education		.01		-.01
Occupational Classification		.01		.04
Sex		-.01		-.01
R^2	.62		.52	
F, equation	91.18**		60.52**	
df	16;896		16;896	

Notes: ΔR^2 = Increase when that variable added to equation in stepwise fashion

b. Beta's standardized regression coefficients:
df = 1;896, ** = $p < .01$; * = $p < .05$

LIST 1
MANDATORY

Defense Technical Information Center
ATTN: DTIC DDA-2
Selection and Preliminary Cataloging Section
Cameron Station
Alexandria, VA 22314

Library of Congress
Science and Technology Division
Washington, DA 20540

Office of Naval Research
Code 452
800 N. Quincy Street
Arlington, VA 22217

Naval Research Laboratory
Code 2627
Washington, DC 20375

Office of Naval Research
Director, Technology Programs
Code 200
800 N. Quincy Street
Arlington, VA 22217

Office of Naval Research
Code 450
800 N. Quincy Street
Arlington, VA 22217

Office of Naval Research
Code 458
800 N. Quincy Street
Arlington, VA 22217

Office of Naval Research
Code 455
800 N. Quincy Street
Arlington, VA 22217

LIST 2
ONR FIELD

ONR Western Regional Office
1030 E. Green Street
Pasadena, CA 91106

Psychologist
ONR Western Regional Office
1030 E. Green Street
Pasadena, CA 91106

ONR Regional Office
536 S. Clark Street
Chicago, IL 60605

Psychologist
ONR Regional Office
536 S. Clark Street
Chicago, IL 60605

Psychologist
ONR Eastern/Central Regional Office
Bldg. 114, Section D
666 Summer Street
Boston, MA 02210

ONR Eastern/Central Regional Office
Bldg. 114, Section D
666 Summer Street
Boston, MA 02210

LIST 4
NAVMAT & NPRDC

NAVMAT

Program Administrator for Manpower,
Personnel, and Training
MAT 0722
800 N. Quincy Street
Arlington, VA 22217

Naval Material Command
Management Training Center
NAVMAT 09M32
Jefferson Plaza, Bldg. #2, Rm. 150
1421 Jefferson Davis Highway
Arlington, VA 20360

Naval Material Comman
NAVMAT-00K
Washington, DC 20360

Naval Material Command
NAVMAT-00KB
Washington, DC 20360

Naval Material Command
(MAT-03)
Crystal Plaza #5
Room 236
2211 Jefferson Davis Highway
Arlington, VA 20360

NPRDC

Commanding Officer
Naval Personnel R&D Center
San Diego, CA 92152

Navy Personnel R&D Center
Washington Liaison Office
Building 200, 2N
Washington Navy Yard
Washington, DC 20374

LIST 5
BUMED

Commanding Officer
Naval Health Research Center
San Diego, CA 92152

CDR William S. Maynard
Psychology Department
Naval Regional Medical Center
San Diego, CA 92134

Naval Submarine Medical
Research Laboratory
Naval Submarine Base
New London, Box 900
Groton, CT 06349

Director, Medical Service Corps
Bureau of Medicine and Surgery
Code 23
Department of the Navy
Washington, DC 20372

Naval Aerospace Medical
Research Lab
Naval Air Station
Pensacola, FL 32508

Program Manager for Human
Performance
Naval Medical R&D Command
National Naval Medical Center
Bethesda, MD 20014

Navy Medical R&D Command
ATTN: Code 44
National Naval Medical Center
Bethesda, MD 20014

LIST 6
NAVAL ACADEMY AND NAVAL POSTGRADUATE SCHOOL

Naval Postgraduate School
ATTN: Dr. Richard S. Elster
Department of Administrative Sciences
Monterey, CA 93940

Naval Postgraduate School
ATTN: Professor John Senger
Operations Research and
Administrative Science
Monterey, CA 93940

Superintendent
Naval Postgraduate School
Code 1424
Monterey, CA 93940

Naval Postgraduate School
ATTN: Dr. James Arima
Code 54-Aa
Monterey, CA 93940

Naval Postgraduate School
ATTN: Dr. Richard A. McGonigal
Code 54
Monterey, CA 93940

U.S. Naval Academy
ATTN: CDR J.M. McGrath
Department of Leadership and Law
Annapolis, MD 21402

Professor Carson K. Eoyang
Naval Postgraduate School, Code 54EG
Department of Administration Sciences
Monterey, CA 93940

Superintendent
ATTN: Director of Research
Naval Academy, U.S.
Annapolis, MD 21402

LIST 8
NAVY MISCELLANEOUS

Naval Military Personnel Command
HRM Department (NMPC-6)
Washington, DC 20350

Naval Training Analysis and
Evaluation Group
Orlando, FL 32813

Commanding Officer
ATTN: TIC, Bldg. 2068
Naval Training Equipment Center
Orlando, FL 32813

Chief of Naval Education
and Training (N-5)
Director, Research Development,
Test and Evaluation
Naval Air Station
Pensacola, FL 32508

Chief of Naval Technical Training
ATTN: Dr. Norman Kerr, Code 017
NAS Memphis (75)
Millington, TN 38054

Navy Recruiting Command
Head, Research and Analysis Branch
Code 434, Room 8001
801 North Randolph Street
Arlington, VA 22203

Commanding Officer
USS Carl Vinson (CVN-70)
Newport News Shipbuilding &
Drydock Company
Newport News, VA 23607

LIST 9
USMC

Headquarters, U.S. Marine Corps
Code MPI-20
Washington, DC 20380

Headquarters, U.S. Marine Corps
ATTN: Dr. A.L. Slafkosky,
Code RD-1
Washington, DC 20380

Education Advisor
Education Center (E031)
MCDEC
Quantico, VA 22134

Commanding Officer
Education Center (E031)
MCDEC
Quantico, VA 22134

Commanding Officer
U.S. Marine Corps
Command and Staff College
Quantico, VA 22134

LIST 11
OTHER FEDERAL GOVERNMENT

Dr. Douglas Hunter
Defense Intelligence School
Washington, DC 20374

Dr. Brian Usilaner
GAO
Washington, DC 20548

National Institute of Education
ATTN: Dr. Fritz Mulhauser
EOLC/SMO
1200 19th Street, N.W.
Washington, DC 20208

National Institute of Mental Health
Minority Group Mental Health Programs
Room 7 - 102
5600 Fishers Lane
Rockville, MD 20852

Office of Personnel Management
Office of Planning and Evaluation
Research Management Division
1900 E Street, N.W.
Washington, DC 20415

Office of Personnel Management
ATTN: Ms. Carolyn Burstein
1900 E Street, N.W.
Washington, DC 20415

Office of Personnel Management
ATTN: Mr. Jeff Kane
Personnel R&D Center
1900 E Street, N.W.
Washington, DC 20415

Chief, Psychological Research Branch
ATTN: Mr. Richard Lanterman
U.S. Coast Guard (G-P-1/2/TP42)
Washington, DC 20593

Social and Development Psychology
Program
National Science Foundation
Washington, DC 20550

LIST 12
ARMY

Headquarters, FORSCOM
ATTN: AFPR-HR
Ft. McPherson, GA 30330

Army Research Institute
Field Unit - Leavenworth
P.O. Box 3122
Fort Leavenworth, KS 66027

Technical Director
Army Research Institute
5001 Eisenhower Avenue
Alexandria, VA 22333

Director
Systems Research Laboratory
5001 Eisenhower Avenue
Alexandria, VA 22333

Director
Army Research Institute
Training Research Laboratory
5001 Eisenhower Avenue
Alexandria, VA 22333

Dr. T.O. Jacobs
Code PERI-IM
Army Research Institute
5001 Eisenhower Avenue
Alexandria, VA 22333

COL Howard Prince
Head, Department of Behavior
Science and Leadership
U.S. Military Academy, NY 10996

LIST 13
AIR FORCE

Air University Library/LSE 76-443
Maxwell AFB, AL 36112

COL John W. Williams, Jr.
Head, Department of Behavioral
Science and Leadership
U.S. Air Force Academy, CO 80840

MAJ Robert Gregory
USAFA/DFBL
U.S. Air Force Academy, CO 80840

AFOSR/NL (Dr. Fregly)
Building 410
Bolling AFB
Washington, DC 20332

LTCOL Don L. Presar
Department of the Air Force
AF/MPXHM
Pentagon
Washington, DC 20330

Technical Director
AFHRL/MO(T)
Brooks AFB
San Antonio, TX 78235

AFMPC/MPCYPR
Randolph AFB, TX 78150

LIST 15
CURRENT CONTRACTORS

Dr. Richard D. Arvey
University of Houston
Department of Psychology
Houston, TX 77004

Dr. Arthur Blaiwes
Human Factors Laboratory, Code N-71
Naval Training Equipment Center
Orlando, FL 32813

Dr. Joseph V. Brady
The Johns Hopkins University
School of Medicine
Division of Behavioral Biology
Baltimore, MD 21205

Dr. Stuart W. Cook
Institute of Behavioral Science #6
University of Colorado
Box 482
Boulder, CO 80309

Dr. L.L. Cummings
Kellogg Graduate School of Management
Northwestern University
Nathaniel Leverone Hall
Evanston, IL 60201

Dr. Henry Emurian
The Johns Hopkins University
School of Medicine
Department of Psychiatry and
Behavioral Science
Baltimore, MD 21205

Dr. John P. French, Jr.
Universit of Michigan
Institute for Social Research
P.O. Box 1248
Ann Arbor, MI 48106

Dr. Paul S. Goodman
Graduate School of Industrial
Admnistration
Carnegie-Mellon University
Pittsburgh, PA 15213

Dr. J. Richard Hackman
School of Organization and Management
Box 1A, Yale University
New Haven, CT 06520

Dr. Lawrence R. James
School of Psychology
Georgia Institute of Technology
Atlanta, GA 30332

Dr. Allan Jones
Naval Health Research Center
San Diego, CA 92152

Dr. Frank J. Landy
The Pennsylvania State University
Department of Psychology
417 Bruce V. Moore Building
University Park, PA 16802

Dr. Bibb Latane
The Ohio State University
Department of Psychology
404 B West 17th Street
Columbus, OH 43210

Dr. Edward E. Lawler
University of Southern California
Graduate School of Business
Administration
Los Angeles, CA 90007

Dr. Edwin A. Locke
College of Business and Management
University of Maryland
College Park, MD 20742

Dr. Fred Luthans
Regents Professor of Management
University of Nebraska - Lincoln
Lincoln, NB 68588

Dr. R.R. Mackie
Human Factors Research
Santa Barbara Research Park
6780 Cortona Drive
Goleta, CA 93017

LIST 15 (continued)

Dr. William H. Mobley
College of Business Administration
Texas A&M University
College Station, TX 77843

Dr. Thomas M. Ostrom
The Ohio State University
Department of Psychology
116E Stadium
404C West 17th Avenue
Columbus, OH 43210

Dr. William G. Ouchi
University of California,
Los Angeles
Graduate School of Management
Los Angeles, CA 90024

Dr. Irwin G. Sarason
University of Washington
Department of Psychology, NI-25
Seattle, WA 98195

Dr. Benjamin Schneider
Department of Psychology
Michigan State University
East Lansing, MI 48824

Dr. Saul B. Sells
Texas Christian University
Institute of Behavioral Research
Drawer C
Fort Worth, TX 76129

Dr. Edgar H. Schein
Massachusetts Institute of
Technology
Sloan School of Management
Cambridge, MA 02139

Dr. H. Wallace Sinaiko
Program Director, Manpower Research
and Advisory Services
Smithsonian Institution
801 N. Pitt Street, Suite 120
Alexandria, VA 22314

Dr. Richard M. Steers
Graduate School of Management
University of Oregon
Eugene, OR 97403

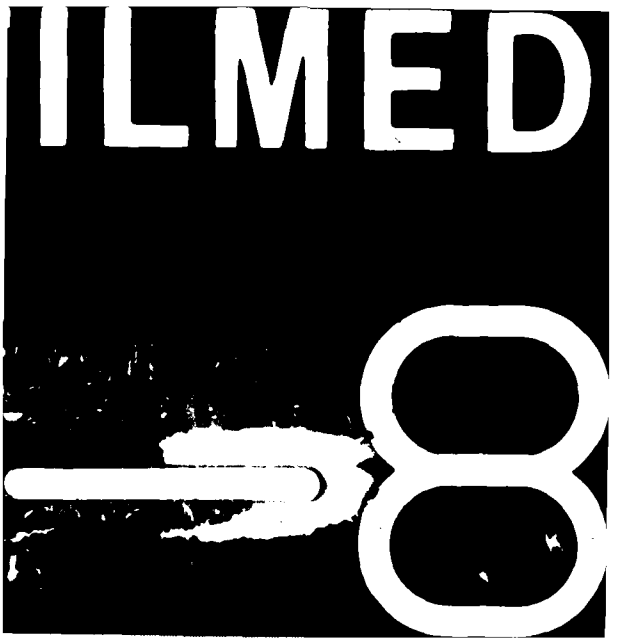
Dr. Siegfried Streufert
The Pennsylvania State University
Department of Behavioral Science
Milton S. Hershey Medical Center
Hershey, PA 17033

Dr. James R. Terborg
University of Oregon
West Campus
Department of Management
Eugene, OR 97403

Dr. Harry C. Triandis
Department of Psychology
University of Illinois
Champaign, IL 61820

Dr. Howard M. Weiss
Purdue University
Department of Psychological Sciences
West Lafayette, IN 47907

Dr. Philip G. Zimbardo
Stanford University
Department of Psychology
Stanford, CA 94305


ILMED
8